

STATINTL

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28 JAN 1969

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Critical Review of Office Operations

REFERENCE : Memo for DD/S Office Heads and Chief, SSS fr DD/S
dtd 21 Nov 68, same subject

1. This memorandum is for your information.
2. At my meeting with you, Mr. Coffey and [] on 21 January, I reviewed in general terms what we were doing in the Office of Personnel in response to referent memorandum. This is to record briefly the substance of my remarks at that time.
3. As you are all too aware, I undertook, immediately upon my appointment as Director of Personnel, a review of the functions, activities and structure of the Office of Personnel and with your approval made some reorganizations. We--my staff and I--look upon this as an ongoing and continuing process. I need not tell you that we feel we are probably under the eye of not only the command but all of the Agency more than any other single component; consequently, we are made acutely conscious of our shortcomings very quickly.
4. I should mention some specific actions that we have initiated. At my instigation, the Director of Medical Services, the Director of Security and I meet about once a month for an hour or two to review common problems and to seek improvement in our approaches and processes. These meetings are reflected at a senior working level in our Offices on a much more frequent basis. It is my feeling that, whether we identify specific instances of improvement or not, the fact that these meetings occur has improved the general tone of the relationships among the three Offices which, in turn, has a rippling effect throughout the respective Offices. We have also instituted a regular monthly meeting with the senior personnel officers of all the components of the Agency at which various staff officers of the Office of Personnel review new policies, respond to problems, and lead discussions on subjects of common interest. We have held only three of these meetings and, though the start has been a little slow, we are still optimistic that much good can come from them.
5. Probably most important in the matter of internal reviews is the action initiated by the attached 6 December memorandum. No product of this exercise has yet reached my office, but I am told that a good deal of material is beginning to bubble up from below. The current cycle of this

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approach is to be completed in late February when I and my senior staff will get out of town for a weekend for a free-swinging exchange. I will be coming forward with a specific request in this regard. Our present planning is that it be the weekend of Washington's Birthday; we may be able to save a day away from the office. I plan to report at least in general terms on the result of this exercise later in the spring. I hope that you can leave the timing of this response to our determination. Much of what we will be doing is not clearly susceptible to definitive scheduling.



Robert S. Wattles
Director of Personnel

Attachment

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6 December 1968

TO ALL MEMBERS OF THE OFFICE OF PERSONNEL

SUBJECT: A Look at Ourselves

As we all know, the Agency is limited in size--further growth in numbers is most unlikely. At the same time, we in Personnel--partly through our own development of new programs or services--have increasing responsibilities and work loads. In such circumstances it is only wise that we have a critical look at what we do, why and how. Can we identify out-of-date or cumbersome procedures; records we no longer need to keep; functions that are no longer needed or are duplicated somewhere else; organizational structures or relationships which are awkward? Does each of us know exactly what we are supposed to be doing and why we are doing it? Anything--internal or external--that we should be but are not doing?

I am a great believer in asking the person doing the work what he thinks about it. I could ask each of you to write me an individual memorandum, but that would mean an awful lot of papers, and I know also that I don't always enjoy committing myself in writing and you probably feel the same way. I think, too, that there is value in group effort--in talking things out. What I propose is to ask you within your Branches and Divisions to get together, talk about your own jobs and functions and send forward your collective ideas. So that you will feel free to be frank and candid, those of you in a single Branch should meet without your Chief--just as he and his fellow Branch Chiefs will meet without their Division Chiefs, and so on.

This will all take some organization and further explanation so I am sending this to you through the respective Deputy Directors of Personnel and their Division Chiefs. This memorandum will be discussed at each step along the way and suggestions made on setting up the meetings and reporting the results.

Although it probably is obvious, I want everybody in the Office to have a chance to contribute to this review of our operations. I think much good can come of it. I have discussed this with my staff-
[redacted] If at any point along the way there is any question about what I have in mind, don't hesitate to ask for an explanation. Please call me or come in to see me personally.

[redacted]
Robert S. Wattles
Director of Personnel